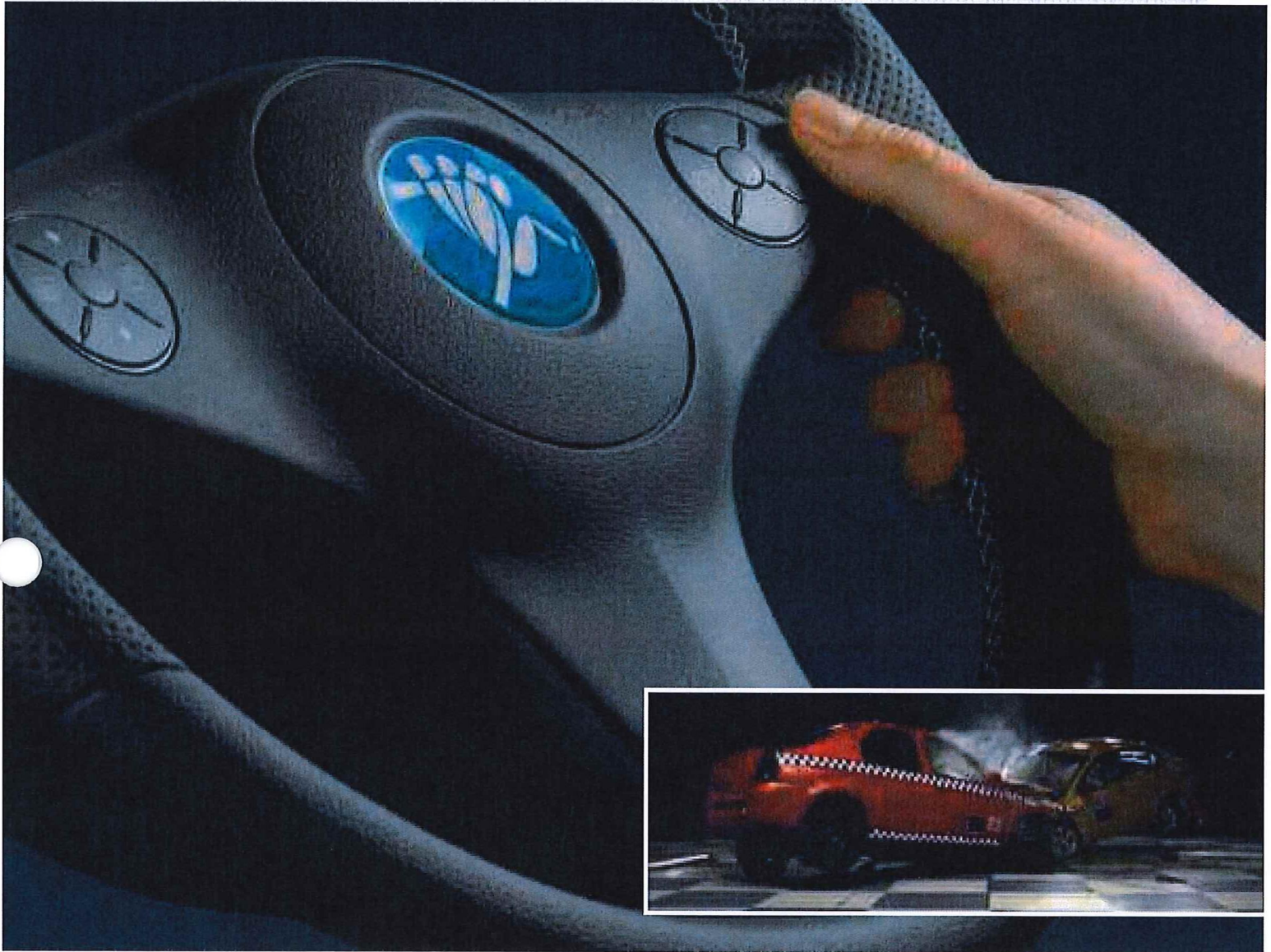


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## Multi-Year Summary

## Selected Financial Data

(Dollars in millions, except per share data)	2007	2006	2005	2004	2003
<b>Sales and Income</b>					
Net sales	\$6,769	\$6,188	\$6,205	\$6,144	\$5,301
Operating income	502 <sup>1)</sup>	520	513	513	427
Income before income taxes	446 <sup>1)</sup>	481	482	485	397
Net income	288 <sup>1)</sup>	402 <sup>2)</sup>	293 <sup>3)</sup>	326	268
<b>Financial Position</b>					
Current assets excluding cash	1,941	1,930	1,867	1,962	1,822
Property, plant and equipment	1,260	1,160	1,081	1,160	1,052
Intangible assets (primarily goodwill)	1,760	1,676	1,679	1,709	1,710
Non-interest bearing liabilities	1,552	1,441	1,418	1,678	1,493
Capital employed	3,531	3,413	3,193	3,236	3,187
Net debt	1,182	1,010	877	599	785
Shareholders' equity	2,349	2,403	2,316	2,636	2,402
Total assets	5,305	5,111	5,065	5,354	4,931
Long-term debt	1,040	888	757	667	846
<b>Share data</b>					
Earnings per share (US\$) – basic	3.70	4.90	3.28	3.49	2.83
Earnings per share (US\$) – assuming dilution	3.68 <sup>1)</sup>	4.88 <sup>2)</sup>	3.26 <sup>3)</sup>	3.46	2.81
Equity per share (US\$)	31.83	30.00	27.67	28.66	25.31
Cash dividends paid per share (US\$)	1.54	1.36	1.17	0.75	0.54
Cash dividends declared per share (US\$)	1.56	1.41	1.24	0.85	0.56
Share repurchases	380	221	378	144	43
Number of shares outstanding (million) <sup>4)</sup>	73.8	80.1	83.7	92.0	94.9
<b>Ratios</b>					
Gross margin (%)	19.7	20.4	20.4	19.9	18.9
Operating margin (%)	7.4 <sup>1)</sup>	8.4	8.3	8.4	8.1
Pretax margin (%)	6.6 <sup>1)</sup>	7.8	7.8	7.9	7.5
Return on capital employed (%)	15	16	16	16	14
Return on shareholders' equity (%)	12 <sup>1)</sup>	17 <sup>2)</sup>	12 <sup>3)</sup>	13	12
Equity ratio (%)	44	47	46	49	49
Net debt to capitalization (%)	33	29	27	18	24
Days receivables outstanding	64	70	71	73	77
Days inventory outstanding	33	34	32	31	31
<b>Other data</b>					
Airbag sales <sup>5)</sup>	4,377	4,085	4,116	4,028	3,608
Seatbelt sales <sup>6)</sup>	2,392	2,103	2,089	2,116	1,693
Net cash provided by operating activities	781	560	479	680	529
Capital expenditures	324	328	315	324	258
Net cash used in investing activities	(431)	(288)	(303)	(303)	(275)
Net cash provided by (used in) financing activities	(375)	(438)	(86)	(261)	(273)
Number of employees, December 31	35,300	35,700	34,100	34,500	32,100

1) Excluding impact of a court ruling (see page 37), operating income would have been \$532 million, income before taxes \$476 million, net income \$308 million, operating margin 7.9%, pretax margin 7.0%, earnings per share \$3.94 and return on equity 12.8%. See page 32 for reconciliation of these non-U.S. GAAP measures. 2) Excluding release of tax reserves and other discrete tax items, net income would have been \$307 million, earnings per share \$3.73 and return on equity 13.2%, see page 32 for reconciliation of these non-U.S. GAAP measures. 3) Excluding the effect of the Jobs Creation Act transactions, net income would have been \$306 million, earnings per share \$3.41 and return on equity 12.2%, see page 32 for reconciliation of these non-U.S. GAAP measures. 4) At year end, net of treasury shares. 5) Incl. electronics, steering wheels, inflators and initiators. 6) Incl. seat components.